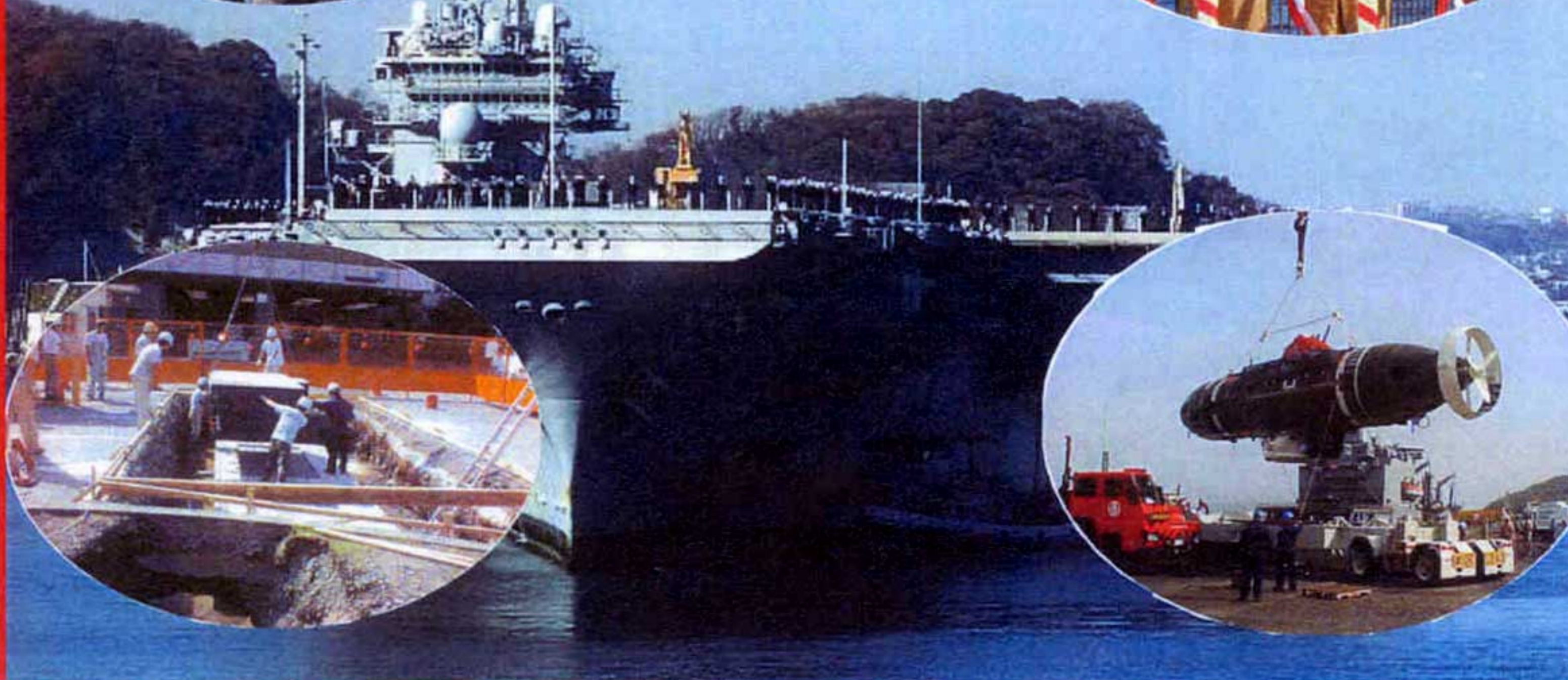


Commander, U.S. Naval Forces, Japan



Regional Facility Management System

Strategic Business Plan 2004-2007



Innovation, Leadership, Performance

Delivering World Class Support to Our Forward Deployed Naval Forces

Regional Facility Management System Strategic Business Plan



FOREWORD



From the Regional Commander

We are at the beginning of a new era in Shore Installation Management. The standup of Commander Navy Installations (CNI) and the push toward centralized installation management will bring new challenges to test our leadership and our people. Meeting these challenges is critical. Effective and efficient delivery of shore facilities management products and services sustains the readiness of our Forward Deployed Naval Forces and enables them to surge on demand.

The **Regional Facilities Management System (RFMS)**; first conceived in 2002, is in its second year of existence. It is an innovative means to optimize shore facilities management across the 6 bases under CNFI, and it is aligned with the goals and objectives of the Navy, Pacific Fleet, CNI, and our Region.

The RFMS Strategic Business Plan 2004-2007, establishes an aggressive map for success. It targets opportunities to reinvest, finds efficiencies through the provision of common services where possible, and recognizes and defends unique requirements. The

CNO is counting on the regions to help accelerate the advantages demonstrated by our Naval Forces during the last two years. As an **aligned team**, the RFMS Strategic Business Plan is our tool for establishing success!

Frederic R. Ruehe
Rear Admiral, U.S. Navy



From the Regional Engineer

The RFMS Strategic Business Plan, 2004-2007, is a total team effort. It captures the thoughts, concerns, and vision of the Business Management Office, the Regional Engineer staff, the Public Works Officers from the 6 bases in our region, PACDIV Construction Contracts personnel, and finally it includes viewpoints of the Facilities Engineers from our two Marine Corps Bases in Japan.

The participants in this process did not operate in a "facilities vacuum". Exposure to the results of the CNFI Visioning Conference, impacts of CNI standup, NAVFAC's guiding principles, and the CNO's Sea Power 21 Vision were folded into the planning sessions to ensure the broadest view of the Navy's future direction was given ample consideration.

The energy and enthusiasm of the RFMS Strategic Planning Team was genuine and focused. I look forward to working this plan to provide the most efficient and effective possible support to our Forward Deployed Naval Forces.

William M. Peacock, III
Captain, Civil Engineer Corps, U.S. Navy

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MISSION

We enable Commander, U.S. Naval Forces, Japan to accomplish its base support mission by delivering innovative, best value solutions to the full spectrum of facility management functions across all Naval activities.

VISION

We are critical to the Forward Deployed Naval Force war-fighters. Our World-Class facility support, enables them to fight and win.

GUIDING PRINCIPLES

ACCOMPLISH THE MISSION

Built on our Navy Core Values of
Honor, Courage, and Commitment

RFMS Team will:

- Listen first - seek to understand
- Communicate openly and honestly
- Respect each other
- Be accountable

Speak with One Facilities Engineer Voice

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People

Define, Shape and Train a Global Engineer-Acquisition and Public Works Workforce.

**Goal P1:
Improve employee
satisfaction as
measured by the
FacTS survey.**



Objectives for Success

P-1.1: Review and Improve FacTS Survey Questionnaires

P-1.2: Develop and Publish Communication Plan at All Levels

P-1.3: Implement Community Management

P-1.4: Improve Employee Recognition Program

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Innovation

Develop Bases for 21st Century Naval Forces.

Goal I1:

Review the Commander, Navy Installation (CNI) Business Case Analysis (BCA) and determine the “best value” solutions for facilities management, acquisition, and ancillary support for all clients in Japan region.



Objectives for Success

- I-1.1: Evaluate Commander Navy Installations Directed Business Case Analysis/Study of OM&N Public Works Departments for Applicability to Japan AOR
- I-1.2: Identify Resource Requirements and Implement Solution/Recommendations

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Innovation (cont.)

Goal I2:
**Transform RFMS into Facilities
Engineering Command, Far
East (FEC FE) .**

Objectives for Success

- I-2.1: Develop and Submit F&J (Facts and Justification) for Establishing Facilities Engineering Command (FEC), Far East
- I-2.2: Communicate FEC, Far East Organization Stand-up
- I-2.3: Implement the Navy Working Capital Fund (NWCF) Financial Model for Products and Services as Part of the FEC, Far East Pilot
- I-2.4: Develop Concept of Operations for FEC, Far East
- I-2.5: Transition Infrastructure, Equipment, Facilities, and Personnel to FEC, Far East



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Client

Exceed Client Expectations.

**Goal C1:
Improve client
satisfaction.**



Objective for Success

**C-1.1: Develop and Implement a Two Tiered Communication
Plan and Export to Other Public Works Teams**

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Operations

Deliver Network-Centric Facility Management and Public Works Service
Founded on Sound Operational and Business Principles.

**Goal O1:
Improve OICC Far
East capability and
alignment to better
support CNFJ and
other clients.**



Objectives for Success

- O-1.1: Improve Staffing of Officer in Charge of Construction (OICC), Far East
- O-1.2: Implement Efficient Processes Across OICC, Far East
- O-1.3: Increase the Visibility of the OICC, Far East Successes
- O-1.4: Align Resident Officer in Charge of Construction (ROICC), Diego Garcia to the Regional Facility Management System (RFMS)

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Operations (cont.)

Goal 02:
Identify and implement
service levels for all
Business Lines.

Objectives for Success

O-2.1: Segregate the IMAP Functions and Sub-functions Among the Different RFMS Business Lines

O-2.2: Identify OPNAV IPT Developed Performance Metrics and Service Level Descriptors for All Business Lines

O-2.3: Assess the Current Service Level of the Services Provided in Each Business Line in the Region

O-2.4: Determine What Service Level All Bases in the Region Should Move for Each IMAP Function and Sub-function



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Operations (cont.)

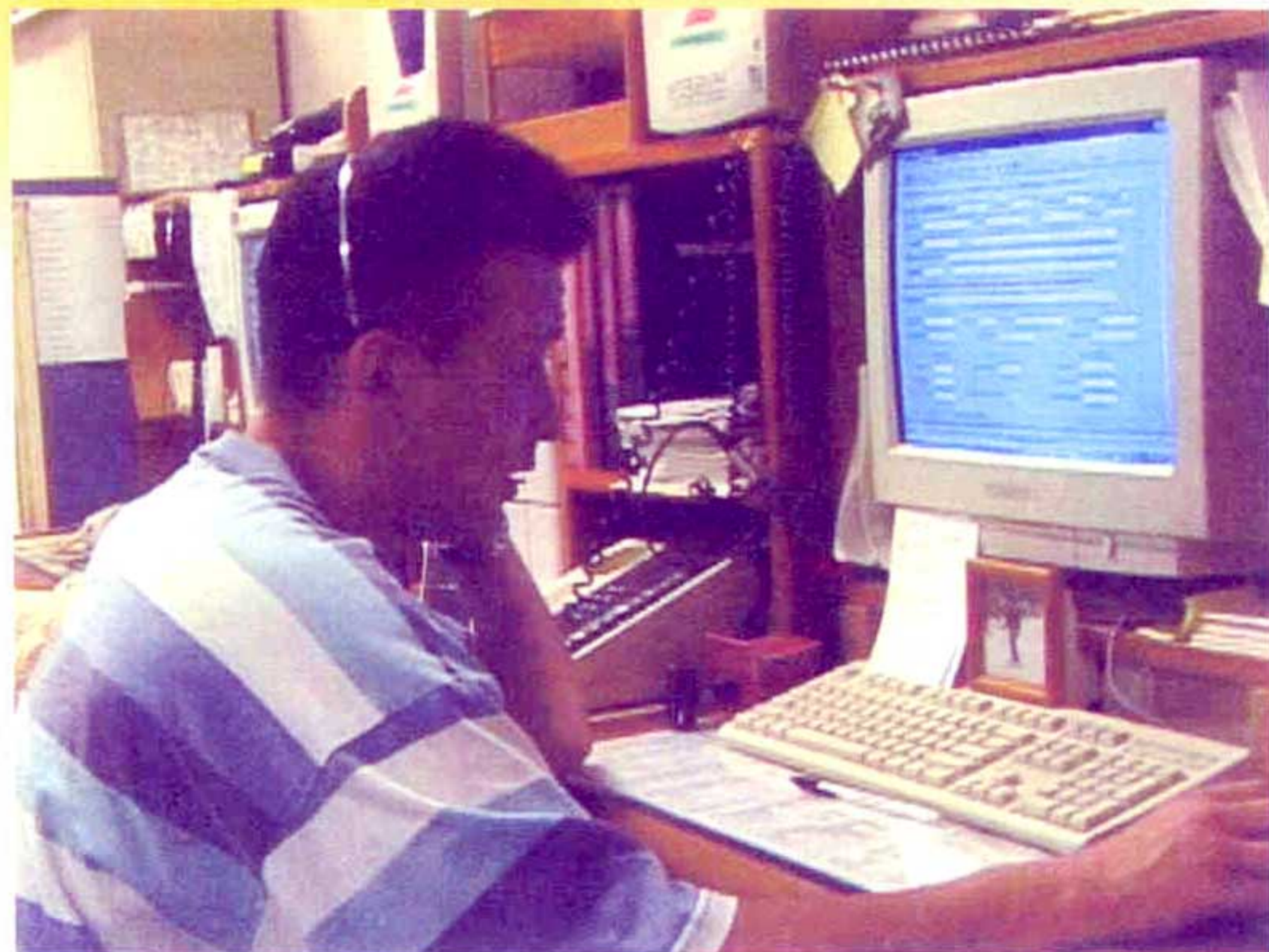
**Goal 02 (cont.):
Identify and implement
service levels for all
Business Lines.**

Objectives for Success

O-2.5: Implement Plans to Realign Services at All Bases in the Region to the Directed Service Level for Each IMAP Function and Sub-function

O-2.6: Develop and Implement Processes to Ensure All New Work Requirements are In-line with the CNI Directed Service Level for Each IMAP Function and Sub-function

O-2.7: Monitor Metrics and Provide Guidance to Adjust as Required to Ensure Continued Compliance with the CNI Directed Service Level for Each IMAP Function and Sub-function



Regional Facility Management System Strategic Business Plan



Goal 03:
**Integrate facilities
management and space
management throughout
the Region.**

Operations (cont.)

Objectives for Success

O-3.1: Establish Space Management Process

O-3.2: Update All
Requirements
and Assets Data
Necessary to
Manage Real
Property
Inventory

O-3.3: Provide Space
Management
Database
Application



Regional Facility Management System Strategic Business Plan



Operations (cont.)

Goal 04:

Align Sustainment, Restoration and Modernization (SRM) resources to support both current and future FDNF structure as provided by DoD Global Basing Strategy, PACFLT Theater Overview Plan (TOP) and CNFJ RSIP Overview.



Objectives for Success

- O-4.1: Finalize Commander Naval Forces Japan (CNFJ) Regional Shore Installation Plan (RSIP) Overview Plan
- O-4.2: Integrate RSIP Force Lay-down Plan into Japanese Facility Improvement Program (JFIP), Military Construction (MCON), Special Projects, and Regional RM Distribution Processes
- O-4.3: Continuously Refresh CNFJ RSIP Overview Plan

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Operations (cont.)

Goal 05: Execute transition of Utility Business Line.

Objectives for Success

- O-5.1: Develop a Regional Utilities Concept of Operation
- O-5.2: Implement Utility Tracking Software Application for Utilities Business Line
- O-5.3: Continue Detailed Strategic Utilities Initiative (SUI) Implementation Planning to Transfer Utility Systems at Atsugi and Sasebo to the Navy Working Capital Fund (NWCF)
- O-5.4: Investigate Whether Utility Systems at Misawa, Okinawa, and Diego Garcia are Candidates for Transferring to NWCF
- O-5.5: Facilitate Aggressive Energy Conservation Programs Throughout the Region
- O-5.6: Facilitate Fiscal Year 2004 Executive Order 13123 Implementation Plan



Regional Facility Management System Strategic Business Plan



RFMS STRATEGIC BUSINESS PLAN MEASURES OF SUCCESS

People Goal 1: Improve employee satisfaction as measured by the FacTS survey.

Next Survey Results indicate narrower band of Neutral Responses.

Communications Plan published and distributed to all employees.

Overall improvement in 'workforce area' questions in the FY05 FacTS Survey.

Improvement noted in Next FacTS Survey Results.

Innovation Goal 1: Review the Commander, Navy Installation (CNI) Business Case Analysis (BCA) and determine the "best value" solutions for facilities management, acquisition and ancillary support for all clients in Japan region.

Report Applicability of CNI BCA.

Select Project Manager and Establish POA&M.

Innovation Goal 2: Transform RFMS into Regional Facilities Engineering Command (FEC).

F & J approved by higher authority.

Clients, workforce and senior Navy leaders briefed on FEC.

NWCF is adopted as the single financial model for FEC FE.

CONOPS effectively utilized within FEC FE.

FEC FE transition complete.

Client Goal 1: Improve Client Satisfaction.

1.Completion of the two plans, 2.Upward FacTS survey trends in client category.

Operations Goal 1: Improve OICC Far East capability and alignment to better support CNFJ and other clients.

Increased client satisfaction over FY03 FacTS client baseline. Reduced overtime hours usage. Completion of items from Construction Assist Visit/PMAP.

Increased PMAP & BMS use by OICC/ROICC workforce measured by FacTS survey.- Communication Plan deployed and implemented.

Approval given to align ROICC Diego Garcia to RFMS. OICC FE is resourced to support.

Operation Goal 2: Identify and implement service levels for all Business Lines.

A complete list of IMAP functions and sub-functions that identifies the responsible BLM.

A complete list of OPNAV IPT developed performance metrics and Service Level descriptors published for all Business Lines.

A complete list of assessment results showing the current Service Level of the services provided at each base by IMAP function and sub-function.

A complete Plan for implementing the desired services levels by IMAP function and sub-function across the Region.

PWT's report completion of plan implementation.

PWT's report completion of processes implementation.

Performance metrics are reviewed quarterly by BLMs.

Operation Goal 3: Integrate Facilities Management and Space Management Throughout the Region.

Space Management instruction issued and being used by all tenants.

Interim reports from iNFADS used for preliminary Space Management and Support Agreements.

Reports will provide accurate inventory vs. requirements by tenant. Report will be used as basis for Support Agreement coordination for Facility Base Support.

Operation Goal 4: Align Sustainment, Restoration, and Modernization (SRM) resources to support both current and future FDNF structure as provided by DoD Global Basing Strategy, PACFLT Theater Overview Plan (TOP) and CNFJ RSIP Overview.

Publish CNFJ RSIP Overview.

Fund projects vital to future force structure.

Publish annual changes and amendments.

Operation Goal 5: Execute transition of Utility Business Line.

Completed RFMS Ops manuals.

Successful implementation of CUBIC at Yokosuka.

NWCF at both locations in Oct 04.

Analysis and decision.

Continued reduction in energy consumption. IPTs in-place at each base along with monthly tracking & reporting.

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Innovation, Leadership, Performance

Regional Engineer, Commander, U.S. Naval Forces, Japan
Commanding Officer, U.S. Navy Public Works Center, Japan
Officer in Charge of Construction, Far East

<https://www.pwcyoko.navy.mil/Main/index.htm>

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